to the Board of Trade. How he straightened out the tangle which congested the traffic on our railways will be told in due course.

Another departure from Cabinet traditions which I had decided to initiate was the setting up of a Cabinet Secretariat. Hitherto no written record was ever made of even the most important decisions of the Cabinet, let alone the discussions which preceded them. I have no recollection of Sir Henry Campbell Bannerman or Mr. Asquith ever making a note of the conclusions arrived at, except in very exceptional cases where the decision taken was embodied in the form of an answer to be given to a question about to be put in the House of Commons. The result was that now and again there was a good deal of doubt as to what the Cabinet had actually determined on some particular issue. I came to the conclusion that it was desirable to have a secretary present who would make a short precis of the discussions on all important issues and take a full record of all decisions. Where these decisions affected one of the Departments, a copy of the Minute was immediately sent to the Minister concerned. I thought it was of primary importance that a written intimation of the character and terms of the decision of the Cabinet should be sent formally to the Department, not merely as a reminder to the Minister, but in order that the officials

Secretariat instituted

who advised him and carried out his orders should be fully informed. I also thought it not only desirable but imperative, having regard to the number of decisions taken in the past which had not been carried out, to charge the Secretary with the duty of keeping in touch with further developments and of reporting to me from time to time what action